DOCUMENT RESUME

ED 401 984 JC 970 020

TITLE Cityworks: A Strategic Planning Model for Workforce Education and Training. Progress Report, January-June 1996.
INSTITUTION City Coll. of San Francisco, Calif.
PUB DATE Jul 96
NOTE 8p.; For a description of the Model, see JC 970 019.
PUB TYPE Reports - Descriptive (141)

EDRS PRICE MF01/PC01 Plus Postage.
DESCRIPTORS *Articulation (Education); College Planning; *College School Cooperation; Community Colleges; Community Organizations; *Curriculum Development; Education Work Relationship; *Information Dissemination; Job Training; Labor Force Development; Pilot Projects; *Program Evaluation; School Business Relationship; Two Year Colleges
IDENTIFIERS City College of San Francisco CA

ABSTRACT

"CityWorks" is a strategic plan for improving workforce education and training at California's City College of San Francisco (CCSF). In January 1996, a Project Group was formed to determine a timeline and tasks to be accomplished by the project through June 1996, establishing goals related to project dissemination, forming external linkages, implementing pilot course clusters, and developing work experience and placement services plans. In the 6-month period, information has been disseminated both to the campus community and external groups. In addition, presentations were made at area high schools to showcase CCSF offerings and the Learn to Earn program was established in spring 1996 among community-based organizations (CBO's), area high schools, and CCSF to provide a model for students interested in careers in health care. Developments were also achieved with respect to course clusters, with the hotel and restaurant/hospitality cluster meeting with workers and educators in Las Vegas to review curricula and the Health clusters reviewing pre-requisites to help ease the movement of students among programs. Other project accomplishments include the completion of a Work Experience Plan in May 1996, setting requirements for earning credit for off-campus activities; the establishment of Career Connection to coordinate linkages between employers and CCSF; and a plan to survey industry and CBO contacts. (AJL)

****
* Reproductions supplied by EDRS are the best that can be made *
* from the original document. *
****

ED 401 984

CITY COLLEGE OF SAN FRANCISCO

CITYWORKS

A STRATEGIC PLANNING MODEL FOR WORKFORCE EDUCATION AND TRAINING

PROGRESS REPORT

January - June 1996

U.S. DEPARTMENT OF EDUCATION
Office of Educational Research and Improvement
EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)

This document has been reproduced as received from the person or organization originating it.

☐ Minor changes have been made to improve reproduction quality

• Points of view or opinions stated in this document do not necessarily represent official OERI position or policy

"PERMISSION TO REPRODUCE THIS MATERIAL HAS BEEN GRANTED BY

A. Daoud

TO THE EDUCATIONAL RESOURCES INFORMATION CENTER (ERIC)."

CityWorks Planning Group

July 1996

JC 970 020

BEST COPY AVAILABLE

CITYWORKS PROJECT
PROGRESS REPORT

The initial meeting of the Project Group was held in late January 1996 to discuss the timeline and tasks scheduled for completion during the period January through June 1996. Core committee members were Dean Natalie Berg, School of Health and Physical Education; Director Robert Gabriner, Institutional Research; Dean Steven Glick, School of Business, Dean Chui Tsang, School of Applied Science and Technology; and two coordinators were selected representing the pilot clusters: Phyllis McGuire for Hotel and Restaurant/Hospitality and Peggy Guichard for Health Programs. Elaine Johnson from Tech Prep and other administrators, faculty, counselors and specialized personnel were invited to meetings where appropriate. The Project Group members fluctuated during the first 6 months to meet the informational requirements for the agenda items under discussion.

The extent of involvement in this Project has been open and inclusive for any member of the college community wishing to participate. The core group met every other week during the semester and welcomed input from additional members throughout this initial phase of CityWorks. Administrators from four different schools, counselors from special services and general counseling, Chairs and faculty from various programs, and resource staff remain contributing participants.

DISSEMINATING CITYWORKS

A primary goal for CityWorks, as determined by the Cluster Coordinators, was to disseminate information about CityWorks to as many of the key components within the college community as possible during this initial start up period. This was accomplished by meeting with selected administrators, Department Chairs, faculty and counselors both privately and in group presentations. Presentations included a history of CityWorks, the student population identified, school and work-based learning activities, connecting activities to support career decision making and stating the strategic goals for the CityWorks model. Schematics for student progress through each educational cluster were designed and used to illustrate how the needs of a diverse student population may be met. Externally, CityWorks was presented at the annual meeting of the Community College Administrator's of Occupational Education and to the Irvine Foundation.

EXTERNAL LINKAGES

High Schools

The Clusters have engaged in a variety of information gathering activities including inventory of course offerings within the cluster, weekly meetings with appropriate Chairs, faculty, Community Based Organizations and multi-employer group representatives. A concerted outreach effort was made to high schools seeking to form partnerships. The clusters have been supported in the last endeavor because of the excellent contacts t have been slowly and deliberately established over the past five years with the Unified School District. Elaine Johnson and Kathleen Mitchell were instrumental in working with students, parents, teachers and administrators within Unified to showcase offerings at CCSF. Students from both Ida B. Wells and Wallenberg have had presentations tailored to each student population from the Health Care Cluster, on site at the School of Health.

Community Based Organizations
Health Cluster

The Learn to Earn Program which is a collaborative effort among CBO's, the Unified School District and CCSF provided a successful model for students exploring career pathways in the health care area. The program began in Spring 1996 and was structured provide didactic and practical projects in all health training areas within the School of Health. Students from Galileo High School received fee-waived concurrent credit at CCSF while also receiving credit for their high school work. Although the initial purpose of this program was to offer an expanded view of educational opportunities to at-risk Asian students, students from other ethnic groups joined and completed. Approximately one-third of the students are returning in the Fall 1996 semester to continue in classes that support their career direction. The Health cluster made presentations at Mission and Balboa High Schools and will work with both groups to bring Learn to Earn to their students. Departments within the School of Health have historically worked independently of one another. This was the first major effort to engage six separate Departments in a cooperative endeavor to deliver an innovative educational opportunity to high school students.

PILOT CLUSTERS

The Cluster discussions have included student demographics, current curriculum structure, pre- and co-requisite plusses and minuses, possible additional course offerings, investigating a track model for educational delivery, skills competency and identifying SCANS within the curriculum.

Hotel and Restaurant/Hospitality Cluster

The cluster coordinator for Hospitality visited Las Vegas to meet with the head of the Hotel Workers Union, tour their teaching facility and review the curriculum structure. CCSF administrators, involved faculty and counselors and members of the Multi-Employer Group will have the opportunity to visit this site during June. This represents an investment of time and money on the part of the institution to explore educational partnerships, curriculum models and delivery systems that may address the employment market demands.

The Hospitality Cluster staff has been provided the opportunity to participate in weekly meetings to discuss areas of concern, formulate direction for the Cluster, review existing curriculum and sequencing of classes, and build a more collegial atmosphere for change to take place. These meeting will continue weekly during the Summer to encourage a supportive environment for the goals of CityWorks to be addressed. Flex Day activities provide staff development opportunities but not in the consistent and concentrated manner afforded through CityWorks.

Health Cluster

Meetings have been held with the Program Advisors within the Health Care Technology Department to re-visit pre-requisites with the concept of easing movement among programs as students return for re-training. This is a major concern as health care industries merge and restructure. Emphasis has been placed on displaced professionals who wish to remain in the health care occupational area but require upgraded skills to be competitive.

Inventory of all programs within the Health Cluster has been completed and will be reviewed at workshops scheduled for Summer 1996 to ascertain areas of career pathways not currently in place.

Discussions have provided a forum for committed cluster members to freely explore alternatives to current practice, express ideas for change and to share the task of adequately preparing students for the new realities of the workplace.

There are two essential projects that are necessary to establish the college wide infrastructure to support the working models of the CityWorks plan; a Work Experience Plan and Career Connection.

WORK EXPERIENCE PLAN

City College did not have a Work Experience Plan on file in Sacramento, as required, and it was crucial to have one in place in order to comply with the work-based learning activities listed in the CityWorks document. During May 1996, City College of San Francisco developed and submitted to the Provost a Work Experience Plan which is required by the State of California for CCSF to be in compliance with the Education Code. This Plan clearly sets the requirements for the institution and students in order for credit to be granted for course activities held off-campus. This Work Experience Plan will be submitted to Sacramento upon approval by the Board of Governors. This project was chaired by Susan Johnson with support from the Cluster Coordinators, Kathleen Mitchell, Elaine Johnson and Peggy Vota. All institutional staff were invited to participate in the development of this Plan.

CAREER CONNECTION

Deanna Abma and Susan Johnson researched and presented a Placement Services Guide to the CityWorks Project Group as an initial step to identify what is available, where it is offered and who is in charge. There is confusion within the institution regarding these six service areas and a realization that the users, potential employers, experience frustration and bewilderment in accessing the correct service and/or person. The umbrella organization that will work to improve information and coordination among and between these programs is Career Connection. This organization will represent all employer linkages to CCSF; promote a unified identity to the employment community; expand, strengthen and enhance relationships for the benefit of students and the community; and develop partnerships in work-based learning leading to employment. Goals for Career

Connection include, but are not limited to, unifying the marketing image of CCSF to employers so the institution is readily recognizable by style, color and delivery of information; improving the communication system within CCSF so employers reach the correct contact person with one phone call; establishment of a centralized employer data base; and developing a system to track outcomes of referrals and hires.

Community based organizations need to be linked in a more formal manner to outreach activities necessary to CCSF to meet high school and employer needs in workforce education. The initial attempt to list CBO's that currently have a relationship with CCSF was extensive but provided inadequate information as to whether they provided referral, child care, internship, training, partnership or any other significant service.

The CityWorks Group agreed that a database of all CBO's and the degree and type of contact was an essential starting point so future direction with these organizations is clear. This task will be completed during the Summer of 1996.

EXTERNAL PARTNERSHIP RESEARCH PROJECT

Susan Johnson and Nancy Wolfe initiated the External Partnership Research Project at the end of June. They met with appropriate contacts identified by both Hospitality and Health clusters to gather information for surveys to be sent to general industry contacts and CBO's by mid-July. The results of these surveys will be tabulated and a report presented to the CityWorks Project Group by the end of September.

GENERAL CONCLUSIONS

First Six Months

City College of San Francisco, which has been slow and, in many cases, resistant to change has made remarkable progress is a very short time. This resistance is a result of too many years of directives from the top with little input from those expected to implement change. This is not the case with the CityWorks Project. The leadership of the CityWorks Project is allowing sufficient time for the development of the Cluster models, is supportive of incremental implementation of the plan and is providing sufficient resources to complete the task. The timeline developed in

January was modified in May to reflect the progress to date and future completion dates.

The highlights for the first six months of the Project were:

- dissemination of information about CityWorks to the College Community
- sharing CityWorks with external organizations
- cooperative and collaborative relationships among Departments
- supportive and consistent meetings with staff within the Cluster
- expanded relationships with San Francisco Unified School District
- identification of Community Based Organizations
- development of a Work Experience Plan
- planning for the establishment of Career Connection
- initiation of External Partnership Research Project

If you would like a copy of this Progress Report, please contact the Office of Research and Planning, CCSF, 50 Phelan Avenue, E-207, San Francisco, CA 94112 415/239-3014